

Performance and Resources Scrutiny Programme 2019/20

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

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Author on behalf of Chief Officer:	Paul Nagle
Date of Approval:	12th March 2020

1.0 Purpose of Report

The purpose of this paper is to provide a quarterly update to the OPFCC on future and current collaboration activity and expected benefits. This is an update on the report provided to 20th December 2019 Board.

2.0 Recommendations

The report is for the Performance and Resources Scrutiny Board to note. No action required.

3.0 Executive Summary

Collaboration permeates throughout the force and remains fully embedded within our business planning strategy and delivery. Updates have been provided on the following areas:-

- Joint Serious Crime Directorate
- Joint Support Services Directorate
- Essex/Kent Police Forces – Op Hexagon

- 7 Force Strategic Collaboration Programme
- Home Office – Digital Policing Portfolio
- Digital Public Contact – Single Online Home
- Essex County Fire & Rescue Service (ECFRS)
- Local crime reduction collaborations
- Mental Health Collaboration
- Essex Centre for Data Analytics (ECDA)
- Innovative Partnerships – BT Hothouse
- Anglia Ruskin University
- Cyber Specials and Volunteers
- Durham University

4.0 Introduction/Background

Essex Police has developed over time significant collaborative arrangements with other police forces, particularly over the last twelve years since the decision by the government not to proceed with compulsory mergers of forces in 2006. These were for the purpose of cost savings as well as looking to achieve efficiencies and maximising joint working with the overarching aim of delivering more effective policing. The main Police collaborations are:

- i. **Essex/Kent police forces**
 - a. Joint Serious Crime Directorate (SCD)
 - b. Joint Support Services Directorate (SSD)
 - c. Joint Operational working Essex OPC/ Kent TAC OPS

- ii. **Regional police collaboration**
 - a. 7 Force Strategic Collaboration Programme:
 - b. Athena IT Programme (nine forces):
 - c. Eastern Region Special Operations Unit (ERSOU):
 - d. Eastern Region Counter Terrorism Intelligence Unit (ECTIU):

- iii. **National collaboration –**
 - a. National Police Air Service (NPAS)
 - b. Eastern Region Mobilisation Hub
 - c. Home Office IT Programme
 - d. Home Office Digital Policing Portfolio

- iv. **Local collaboration**
 - a. Essex County Fire & Rescue Service (ECFRS)
 - b. Local Crime reduction collaborations– e.g. community hubs
 - c. Mental Health

v. **External and innovative partnerships**

These initiatives include:

- a. Essex Centre for Data Analytics (ECDA)
- b. BT Hothouse
- c. Essex Online Partnership (EOLP)
- d. Anglia Ruskin University (ARU)
- e. Open University Centre for Research and Learning
- f. Cyber Specials and Cyber Volunteers (CSCV)
- g. Durham University

This report provides RAG ratings to reflect progress on current collaboration work. These are assessed using the criteria used for Transformation Programme reporting to the SCCB and Strategic Board.

RAG	Project/ Programme has:	Overall Status RAG – Definitions	
RED	Critical issues that significantly threaten delivery, cost or benefits and need to be escalated to a senior forum (e.g. SCCB, COG, JCOG or OEPC) for resolution.	Time	When reviewed against agreed timescales/ plan
AMBER	Critical issues that significantly threaten delivery, cost or benefits but are capable of being managed at project board level	Cost	Reviewed against approved budget
GREEN	The project /programme is on track (within tolerances) and can be managed through normal project/programme delivery process.	Savings	Reviewed against agreed savings target e.g. Approved Business Case
GREY	To be confirmed at future board or not applicable	Benefits	Likelihood of achieving projected non-financial e.g. operational benefits when fully implemented

Where the work stream is not reported to the SCCB, a RAG assessment is determined for this report and is noted in the relevant section.

5.0 Update on Current Collaboration Work

Essex/Kent Collaboration

Joint Serious Crime Directorate (SCD) – Overall RAG (Green)

Note: RAG assessment determined for this report.

The Serious Crime Directorate (SCD) restructured most areas from the beginning of 2018/19 which included investment in the provision of new teams which include a Modern-Day Slavery team and a serious crime prevention capability in both Forces. Following completion of the Post Implementation Review (PIR) of the SCD – Volume Fraud Team in the Autumn of 2019, a review of SCD Forensic function has recently been completed with findings under discussion with the Command. A joint PIR of the other elements of the SCD Review is planned and will be undertaken as a joint review by the Essex and Kent Change teams in the Summer of 2020.

Joint Support Services Directorate (SSD)

Overall RAG	Time	G	Costs	G	Savings	G	Benefits	G
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Note: RAG assessment determined for this report.

The joint Support Services Directorate (SSD) has achieved considerable cashable savings objectives whilst maintaining service across both forces and continues to make the most significant contribution to the Essex Savings & Efficiency plan. The collaborated business model is regularly reviewed as reflected in the current 7 Force – IT Convergence work streams and the introduction of 7 Force – Procurement function. The 7 Force procurement service went fully live in January 2020 led by the 7 Force Strategic Head of Procurement.

An external consultancy was engaged to explore the viability of a wholly collaborative IT Department across the 7 Forces and the financial savings and/or operational efficiencies that could result if approved. Over the past two years the 7 Eastern Region forces have been aligning technical standards, to ensure that future collaboration on shared systems (either locally or cloud hosted) can be easily achieved without technical conflicts and the proposed investment on storage/servers is aligned to the Eastern Region standards. IT Services are playing a robust role in this area and have already led on regional Wi-Fi design and the move to a common Change Control process. Currently, IT Services are leading on identifying exactly what wider IT Infrastructure convergence means in practice.

On 30th January 2020, the 7 Chief Constables and PCCs/PFCC formally considered the proposals outlined in the IT Convergence Outline Business Case (OBC). As a result of this review there has been a commitment to explore opportunities for 7F ICT convergence across the region. Ongoing assessment around recommendations are to be sent back to the Summit in July 2020.

The directorate is also working collaboratively with a number of projects within the Home Office Digital Policing Portfolio/Home Office Technology Programme which are outlined later in this report.

Op Hexagon

Overall RAG	Time	G	Costs	G	Savings 18/19 - £100k achieved. 19/20 – was £250k – now being re- considered for 21/22	G A	Benefits	A
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Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

This workstreams remaining element involves moving to collaborative FSEL (Firearms, Shotguns, Explosives, Licencing) working with Kent Police. The principal reason for delay was that Kent Police FSEL needed to move to the same IT system as Essex. This is now progressing and is in the IT programme of work for 2020/21.

Update

- Risk Based Renewals (RBR) and medical screening process now fully live in Essex.
- Have commenced mapping options around renewals surge requirement for 2021 with a view to a paper being presented to COG in April 2020.
- Meeting(s) with NHS to support Medical screening and streamline processes. Surgery identified in South that has CCG support to represent all surgeries in Wickford, Basildon, Castlepoint, Rochford, Benfleet and Southend.
- Briefing to PFCC held over revised process
- Single Online Home Online Firearms licensing module with online payment launched 26th February 2020.

Next Steps:

- Maintain contact with Kent FSEL with a view to closer convergence when IT systems are replicated, the current implementation date is May 2020, although IT are suggesting this is likely to be pushed back to summer. When IT systems align, there are further collaboration / convergence options.
- Following meeting with PFCC, PFCC’s office to support contact with CCG’s across Essex with a view of replicating the model in the South. This is an attempt to get the NHS to designate specific surgeries that will be responsible for all medical screening forms covering all surgeries in Essex. This will improve services for all applicants, and significantly improve partnership working between police and NHS in this area.

7 Force Strategic Collaboration Programme:

RAG ratings per 7 Forces Programme Highlight Report - March 2020

RAG Status Key	
GREEN	Progressing as planned
AMBER	Potential issues and may need help in the future
RED	Problems now which need to be resolved

Procurement – Overall RAG – Green, Time Rag - Green

The 7 Force Procurement Department went fully live in January 2020 led by the 7 Force Strategic Head of Procurement, making the department the first full Seven Force function to go live across the Eastern Region, the first fully collaborated regional procurement service in policing and the second largest police procuring body in England and Wales. The department enables the seven forces to benefit from discounts gained by bulk buying and is the second largest contracting body in police procurement nationally. The department is working towards achieving savings within the region of 11 million over the next 4 years. The 7F Procurement Team are working closely with the newly formed Blue Light Commercial Services Company aiming to support further cost reduction through the realisation of national contracts across the blue light services where appropriate.

Armed Policing Firearms Training – Overall RAG – Green, Time RAG - Green

The 7F Armed Policing Firearms Training workstream and CFI governance have continued to work towards firearms training standardisation across the 7 forces. The project is currently developing the closure report for the CFI and Governance project for the workstream. The next stage of the 7 Force Armed Policing Firearms Training workstream is now focussing at the wider firearms training function to work towards developing a fully interoperable operational armed resources which can be deployed seamlessly across the seven forces, with the same capability, training, equipment and operational understanding.

Digital Asset Management System – Overall RAG – Green, Time – RAG Green

The 7F Programme are working to deliver a Digital Asset Management System (DAMS). At the 7F Chief Constables meeting on 9th January 2020, the Chief Constables agreed to proceed with Outline Business Case (OBC) for the procurement of a DAMS solution. This was approved also at the Summit Meeting on 30th January 2020. The process of reviewing local 'as is' processes has commenced. Two benefits realisation workshops took place on 7th and 28th January 2020. A User Requirements workshop took place on 30th January 2020 and the first draft of the Eastern Region User Requirements has been developed. The project is now entering its procurement phase and the 7F Programme are working towards developing an OBC for the Summit in July 2020 followed by a Full Business Case (FBC) in 2020/2021.

Forensics – Overall RAG – Green, Time RAG - Green

The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensics, with emphasis on procurement of a 7F Forensic Case Management system. The current case management system is end of life and the 7 Forces recognise the risk

associated with forensics legacy data and the requirement to replace the current individual case management systems with a single 7 Force solution. The project is now in its procurement phase, the tender pack has been released to commence the procurement process. The 7F Programme are working towards presenting an Outline Business Case (OBC) to the Summit in July followed by the completion of the Procurement process in early 2021 with an anticipated go live in Q3 of 2021. The Programme will continue to support the national Forensic Collision Investigation Network, through this partnership the 7 forces are expected to be the first region to secure ISO 17020 accreditation for Collision Investigation ahead of the Oct 2020 deadline. The 7F Forensic Project continue to work with the National Transforming Forensic Programme looking forward to clarity of the service offering and costs associated with any deliverables.

Vetting – Overall RAG – Green, Time RAG - Green

The 7F Programme are exploring the potential opportunities for Vetting across the seven forces. The Outline Business Case (OBC) to procure a single IT system for vetting was submitted to both the 7F Chief Constables meeting and Summit meeting in January 2020. This was approved and it was agreed that the single IT system for vetting would be implemented. It was also agreed to move to a Full Business case for a regional Vetting Coordinator in July 2020. The project is in the process of procurement and anticipated go live in Q3 2020.

On the 28th August 2019, a proposal was taken to the Digital Policing Board which recommended a DPP funded pilot of Vetting automation. Due to the initial activity and support provided by the 7 Forces in the proof of concept phase, DPP/Deloitte confirmed they wished to host the national pilot in the Eastern Region. The complex work of Information Security Accreditation has begun. Consultation with the National Police Information Technology Risk Management Team and the National Cyber Security Centre has begun to identify the requirements of accreditation (this is a precursor requirement for access to PNC & Athena). The DPP/DPA are now developing the accreditation material required. The project is looking to achieve efficiencies in the region of 40% across the function. Current plans project the roll out into Norfolk and Suffolk Vetting units in late spring 2020, once stabilised the system will them be rolled out to other vetting units across the 7 forces.

Driver Management – Overall RAG Green, Time RAG Green

The 7F Programme has been working towards delivering the Driver Management Module across the 7F Forces to ensure we are compliant with the insurer's requirements. The project was responsible for ensuring data standardisation, system configuration and 7 Force project management. The Driver Management Module went live on 4th February 2020. The project successfully reduced the cost of implementation, configuration and support through negotiation and having a single 7F ICT SPOC and 7F Project Manager to support the 7 Force IT teams and Business SPOCs. The project has successfully met the compliance deadline of March 31st 2020.

PEQF – Overall RAG Green, Time RAG - Green

The 7F Programme has led on the procurement aspect of PEQF; defining and procuring the services of the Higher Education Institution's to deliver police apprenticeships. The contract was approved at the Eastern Regional Summit January 2020 and will commence 31st March 2020 moving to the implementation stage. The contract will bring significant opportunity of convergence and alignment of curriculum design and innovation through the use of technology as the Forces work with one Higher Education Institute to recruit and train new student officers. It is estimated that this approach realised circa £400k of cost avoidance for the 7 forces through a single Project Team, developing a significant amount of the specification and documentation once for the benefit of all 7 Forces.

IT Integration Programme – Not RAG rated

The 7 Forces have worked with external deliver partners around IT delivery and continue to work towards an agenda of convergence. On 30th January 2020, the 7 Chief Constables and PCCs/PFCC formally considered the proposals outlined in the OBC. As a result of this review there has been a reaffirmed commitment to explore opportunities for 7F ICT convergence across the region. Ongoing assessment around recommendations are to be sent back to the Summit in July 2020.

ERP – The ERP Strategic Outline Business Case has been finalised and socialised. At ER Summit 30/01/2020 the 7F ERP was not supported and work will not progress to OBC, the high standard of the work was acknowledged.

Digital Policing Portfolio (DPP) / Home Office Technology Programme

Overall RAG Amber	Time	A	Costs £ 136K NAS £50k HOB	A	Savings	A	Benefits	R
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Note: RAG assessment from SCCB pack except overall RAG which was determined for this report.

The DPP (Digital Policing Portfolio) is a national delivery organisation that will support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in, by developing nationally consistent services and capabilities enabled by technology. The solutions developed will enable forces to meet the changing demands of the public, more effectively prevent and investigate crime and better handle digital evidence. There are several national projects within this Portfolio currently being progressed in Essex:

Update

- **National Law Enforcement Data Programme (NLEDP) (PNC & PND).** Update from Home Office: The planning is ongoing for Force engagements but still in line with the information provided previously. The first database to move will be Drivers, which is planned to be available in the Law Enforcement Data Service

(LEDS) as well as PNC in Q4 this year. The completion of data transfers and capabilities into LEDS is still planned for Q4 2022 at which time LEDS replaces PNC. The Programme is currently going through programme approvals for force change engagements which is hoped to commence in April 2020, an exact schedule hasn't yet been developed. National Procurement process for the application due to take place between December 19 and March 20. Local Planning workshop to take place for Essex and Kent between April and June 2020.

- **National ANPR Service (NAS)** - We have now started to look at the transitions milestones to move to NAS, however, issues with functionality mean the system is unlikely to be ready until late 2020. Currently although we have basic users trained in Essex, we are unable to load them to NAS as we are in the process of identifying the resource to carry out the role of force auditors which needs to be in place before we upload. Advance training (train the trainer) courses have now been booked.
- **Home Office Biometrics** – Prüm * DNA went live in the Met last summer and they are asking forces to joint fund this service which will be accessed through the Met Police. Prüm fingerprints is expected to go live by the end of May 2020. Prüm is an EU wide sharing agreement. This workstream relates to a solution by which DNA and fingerprint information is shared with European law enforcement.
- **Child Abuse Image Database (CAID)** – Specific issues with CAID understood and an action plan put together. Next steps to secure resources to commence high level design and progress development of stage 2 business case for submission to the June Strategic Board for approval.

Digital Public Contact – Single On-line Home

Overall RAG Green	Time	G	Costs £0.18M PA	G	Savings	N/A	Benefits	A
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Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

Single Online Home (SOH) is an internet platform provided through the Home Office Digital Public Contact programme. It provides the public with a consistent way of engaging with their local police force and accessing policing services and information on line. Essex are 1 of 19 forces across England and Wales live with SOH. Further forces will roll out in 2020/21.

Essex Police transitioned to the new internet platform over summer 2019, incrementally building testing and adding the circa 50 elements that make up Single Online Home initially onto a trial Beta website. Full go live was achieved on 4th September 2019 when the previous 'legacy website' was removed and replaced by Single Online Home.

Essex Police (and Kent) are Tranche 5 forces on the national rollout plan for Single Online Home. They worked together during the preparation and transition phases. Kent Police also went fully live with Single Online Home in September 2019.

An interim non-payment version of Firearms licencing went live as part of the main September 2019 Go Live. On the 26th February 2020 this was replaced with the enhanced version which included both online application forms and online payment. Other Single Online Home applications that would benefit from the ability to complete transactions with online payment are being considered by the national steering group.

The SOH website continues to develop. During the next period a 5-force national trial for the online reporting of Anti-Social Behaviour will conclude and if successful Essex will consider implementation. We have also negotiated Live Chat facilities and these should be implemented April/ May 2020 subject to final agreement on training and licence numbers.

A significant benefit from the introduction of SOH will be to achieve an integrated interface with Athena for crime reports (to reduce the need for double keying of text). Interface discussions have been held with the National SOH team, Northgate and Force representatives in February to develop a forward strategy to provide a tactical and strategic solution for the Connect Forces including Essex. The National SOH team are working to identify a lead force for this integration work.

Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	Time	A	Costs £ 1,320k (2 yrs)	G	Savings	A	Benefits £15.155m – cashable and non-cashable	A
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Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

Collaborative partnerships and full integration are being explored in all areas of responsibility of both Essex Police and ECFRS where there is the potential for improving economy, efficiency and effectiveness. The Strategic Programme of Work – covers Fleet, Procurement, shared estate, ICT convergence and joint Community Safety. Assurance is through quarterly Star Chambers with Chief Constable (CC), Chief Finance Officer (CFO) and the monthly Strategic Collaboration Governance Board (SGB). Recent updates are highlighted below:-

Update - recent activity

- Continuation of Benefits Dashboard and Costs review. Finance business partners from EP and ECFRS, along with Paul Nagle (EP) and Dave Bill (ECFRS) have been engaged regarding the financial input and assurance of benefit realisation going forward. The development of the Dashboard has been discussed with the

Commissioner and PFCC CEO, and will be scheduled to the next Commissioners Briefing for discussion.

- RSM internal audit against Delivery of the Local Business Case (25-29 Nov) – draft recommendations have been discussed with the PFCC, CC and CFO. These will be fed back to RSM. Positively, several of the areas and recommendations support improvements already identified and being addressed.
- SGB meeting held on 24 January 2020, minutes distributed 06/02/2020
- Greg Myddelton has been confirmed in appointment as Strategic Lead for Partnerships and Delivery for the PFCCs office and will also lead on the delivery of the Local Business Case for the PFCC Office
- Third group meeting for BT Hothouse group addressing population and demographic change/growth on 24/2/2020 with Amazon, BT and ECDA. Update and next steps developed at BT Hothouse event on 4/3/2020.

Next steps

- Governance and due progression regarding Fleet Workshops OBC
- Discussion of revised Benefits Dashboard with Commissioner and Chiefs and Commissioners Briefing Programme
- Transition of Local Business Case delivery lead from Anna Hook to Greg Myddelton
- Investigation of opportunity to develop communications celebrating the success of the Collaboration Programme – including utilising the contents of the emerging success register into an infographic, making the key achievements of collaboration as accessible as possible.
- Report presented to COG 12/2/2020 with strategic principles for Police/Fire/Amb. and suggestions for way forward around emergency services response to infrastructure growth project (predicted Housing and population growth in Essex). This report also contains first draft proposal from three blue light services for Essex Design Guide submission.

Local Collaboration

Community Safety Hubs

Overall RAG Amber	Time	A	Costs £ 100k	G	Savings	N/A	Benefits	A
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Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

Community Policing Teams (CPTs) and our multi agency partnerships involving local authorities, housing associations, and the NHS provide a local geographical response to policing demand including crime, anti-social behaviour and non-crime incidents. The Transformation Programme is improving our service to the public through the creation of Community Safety Hubs across the county.

Community Safety Hubs have been successfully set up in eight of the ten districts (Tendring, Colchester, Braintree & Uttlesford, Chelmsford & Maldon, Southend, Castle Point & Rochford, Epping Forest & Brentwood and Basildon). Where agreements are yet to be made there are no co-located hubs (Thurrock and Harlow). Negotiations with Thurrock council are at the planning stage and are linked to the refurbishment of the Civic offices. It is hoped that a Thurrock partnership hub can become live in 9 to 12 months. Negotiations with Harlow council have not progressed as they are currently of the view that they do not wish to co locate.

The strong desire for effective working with local delivery partners through Community Partnership Safety Hubs is sometimes hindered by social care and NHS resource pressures, particularly in ensuring NHS representation at multi-disciplinary meetings.

The OPFCC commissioned an external audit of the workings of the Community Safety Hubs Steering Group. The audit was undertaken by RSM and provided a reasonable assurance opinion. Two Medium and two Low priority recommendations have been agreed for implementation by the end of March 2020 along with 4 advisory recommendations.

Mental Health - (Overall RAG – Green)

Note: RAG assessment determined for this report.

Local partnership working and developments are a key part of the Essex Police approach in responding to and supporting those suffering with mental ill health. Key initiatives and developments in partnership and collaborative working are set out below:-

Crisis Care Concordat review and proposals for change - The Mental Health Crisis Care Concordat is a national agreement between local services and agencies involved in the care and support of people in mental health crisis. It sets out how organisations will work together better to make sure people get the help they need when they need it. As of January 2020, in Essex the Crisis Care Concordat Group, with the proactive engagement of Essex Police with partners, has refreshed its ToR and core membership list to ensure the multi-agency approach to support service users is most effective.

Triage service evaluation – The Force have strong ongoing and oversight management processes in respect of the Mental Health Street Triage service. Essex Police were one of two forces working with the College of Policing and Nottingham University to devise a template for all Forces to self-evaluate their Street Triage function in order to assess effectiveness. An independent review by the College took place in October 2019 with feedback anticipated April 2020.

Mental Health SPOCs - Across the Force there are also seven Mental Health SPOCs, aligned geographically with their LPAs and linked to the Mental Health in-patient establishments in the county. The SPOCs are predominantly LPT Constables or Inspectors who have adopted the role in addition to their core duties. These teams are also supported by resource, 1 FTE, within the Crime and Public Protection Command, providing strategic capacity and capability.

Additional Resources - The Force are also currently piloting two high intensity user models, Serenity Integrated Mentoring (SIM) in Chelmsford, and Southend High Intensity Focus Team (SHIFT). Bringing together partner agencies to better support individuals with complex mental health needs. The Force have one Constable assigned to the role of Mental Health Liaison Officer based out of the C&E Centre working on the SIM Project and one Constable assigned to SHIFT working alongside 1.5 FTE health colleagues collocated within the Community Safety Hub at Southend Police Station.

External and innovative partnerships:

Essex Centre for Data Analytics (Overall RAG – Green)

Note: RAG assessment determined for this report.

As part of the Essex Partners' Vision, the partnership has created the Essex Centre for Data Analytics (ECDA). This is a joint venture between Essex Police, Essex County Council, and the University of Essex with the ambition to make Essex national leaders, using the power of analysis, data science and AI to tackle key public policy/social challenges. For example:- Violence including knife crime, working in the ECDA space, Essex Police has developed a risk model that identifies individuals that show high risk factors directly associated with carrying and use of knives. ECDA will be working with partners across Essex to prevent and stop knife crime.

Using our data and combined analytical skills allows the partnership to continue making better use of data to prevent and reduce risk and vulnerability to improve outcomes for the people of Essex. ECDA was officially launched in June 2019 following an extensive proof of concept.

2019 has been an important year for ECDA with the procurement of a new data analytics, storage and sharing capability with a new provider, funded via the PFCC's transformation fund and the other 2 partners. The ability to analyse, store and share vast quantities of structured, semi structured and unstructured data in accordance with the learning from the proof of concept is a big step forward.

A data ethics framework, to assist the partners in determining the ethical issues relating to individual projects, has been created and is being used by the team. In addition, the terms of reference for an externally recruited data ethics committee have been completed, and recruitment is now taking place following adverts in the local and national media. The ethics committee will provide informed advice and challenge to support public trust and confidence, transparency, community engagement and will drive the ethical use of technology.

This year has also seen ECDA partner relationships and governance grow and develop through joint working, and the ECDA core team has matured ensuring that the partners are

working together efficiently and effectively. A recent strategic workshop has provided the partners with insight into what being a national exemplar for data analytics looks like, and this has identified key areas of focus for the next 12 months which include ensuring that ECDA projects deliver impactful outcomes for the people of Essex, an understanding of how ECDA can accelerate progress and impact as well as reviewing resources and the priority of individual projects.

ECDA will focus on 4 areas over the next 12 months, 2 will be focused on policing:

- County lines and Gangs, protecting young people
- Population and demographic demand, using data to meet future challenges.

Finally, the partners have recognised the importance of attracting other key partners to be part of the core group and will be actively looking at ways to bring key health stakeholders on board.

Innovative Partnerships – BT Hothouse

Overall RAG Green	Time	G	Costs	G	Savings	N/A	Benefits	G
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Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

In November 2017 Essex Police launched an innovative partnership initiative to engage with a varied range of cross sector partners to help the force work through some of its most complex issues. Partners included technology companies, charities, academia, consultancy firms and other local partners such as councils and Essex Fire and Rescue Service. Work continues on the projects and themes emanating from Hothouse 1 and in addition 6 new themes were launched at Hothouse 2 in November 2019.

Hot House 2

Hothouse 2 took place on 11th, 12th and 13th November 2019 and as with ‘Hothouse 1’ brought partners together to examine the topics from different perspectives and to leverage the exciting mix of skills, knowledge and experience in the room. This second event focused on gangs, county lines, knife crime, surveillance and ethics, Internet of Things (IOT) and smart cities and demographic and population change. As for Hothouse 1, the event has led to a range of projects with partners and other stakeholders over the next 18 to 24 months. The next Hothouse checkpoint meeting was held on the 4th March which provided a full update of activity. Examples of activity include working with AWS to try and look at how data can help partners work together to obtain insights to assist future planning in the short, medium and long term. Another project involves working with a knife crime charity to try and create a ‘rebellion’ movement against carrying knives, building on the example of the climate change movement.

Dot.com Safeguarding Product

Over the last two years Essex Police has worked with a charity called The Dot.Com Foundation, and other partners including Microsoft, Data Art, 2 Simple and children from

Holy Cross School in Thurrock to create a digital version of the charities child safe-guarding product, and also to extend the product to include online harms such as grooming, bullying and harassment.

The national pilot product was launched on 5th June 2019 at Holy Cross School. The event included linking with the developers based in Russia and Ukraine, via a video link, and hearing from the children about their experience of using the products. The local launch received extensive local media coverage including BBC Essex Radio and some national press coverage. The project is supported by the Department for Education who wish to make the successful product available in all schools free of charge.

Since the last update, the national Dot.Com pilot has been continuing, and the national launch took place in January 2020 at the British Education Technology Trade Conference at the ExCel Centre in London, following the development of the new delivery platform provided by 2 Simple. The new partner has a very strong relationship with schools across the UK as well as with the British Educational Suppliers Association (BESA). The basic product is free to use for schools and the charities founder has recently done a TED Talk which tells the story. Following Hothouse 2 further content in relation to gangs and County Lines has been added. In summary both Hothouse 1 and now Hothouse 2 contain a range of live projects currently running in Essex Police. The details above are examples of the activity not an exhaustive list.

Data Work

In addition to the child safeguarding activity, the innovative partnerships initiative has driven a new approach to data across the Force through the development of 3 foundation products, a data audit, data strategy and a front-line assessment of data demand. The work with core partners has enabled the Force to understand the value of its own data and the importance of taking a holistic approach to the exploitation, management and analysis of data. To advance this work a new post for a single force data lead, Enterprise Data Officer (EDO), has been created to deliver the new approach. Recruitment of the EDO remains ongoing.

In addition to the baseline data work detailed above, Essex Police has undertaken a procurement exercise on a project called 'Analytics for Everyone', which is aimed at putting core data in the hands of everyone in the force to help drive decision making. The winning bid has been selected and following detailed contracting discussion the product should be rolled out in the summer of 2020.

Anglia Ruskin University (ARU) - (Overall RAG – Green)

A new research strategy was presented to COG in September 2019 and PR&S in October 2019, the strategy included proposed areas for research with ARU. The strategy was agreed by COG and the PFCC

Following the publication of the Force Research strategy the Head of Analytics has met with the OPFCC and agreed that Op Goldcrest (project that provides vulnerable victims with a

box of forensics tests for them to use) will be evaluated under the ARU research contract. A further topic is currently being discussed by the OPFCC.

Cyber Specials and Volunteers – (Overall RAG – Green)

Note: RAG assessment determined for this report.

In May 2018 Essex Police launched its Cyber Specials and Volunteers Scheme, looking to attract talent from local businesses and organisations interested in working in digital capabilities in the force such as Internet Investigation and Intelligence, Cyber and Big Data Analytics. The scheme was launched at Anglia Ruskin University (one of our 'hothouse' partners) and resulted in over 70 applications from people interested in working with Essex Police, mostly as a volunteer. Work continues to match the applicants to opportunities and developments include the creation of a forum to engage with the applicants and the wider Cyber business community using a platform available through the national Cyber Specials and Volunteers Scheme (CSCV). 8 candidates applied of which 2 candidates expressed an interest in dual roles. 2 of the candidates have now received their staff warrant cards and have started under the supervision of David Gibbs in a Cyber Volunteer Protect role and a Cyber Investigations role. A further cyber volunteer continues to support the 'Caught on Camera' webpage and has successfully applied for a role within Essex Police on this team on a permanent basis. A further cyber volunteer assists this department and is based in Kent. The 4 other applicants are progressing through vetting and upon completion will be matched to appropriate roles in the Serious Crime Directorate. The CSCV platform will allow the force to utilise the volunteers in a much more dynamic way as issues and opportunities arise. The Cyber Specials and Cyber Volunteers' module has been activated on Duty Sheet and 5 Specials have updated it with their digital skills. 1 Special is now attached to the Serious Organised Crime Unit.

Durham University - (Overall RAG – Green)

Note: RAG assessment determined for this report.

Essex Police is continuing to work with Durham University to learn more about our organisational culture and to track the key measures (Public Service Motivation, Organisational Fairness, Perceived Organisational Support, Organisational Pride, Leadership Style, Job Satisfaction, Staff Engagement and Barriers) to doing a job well.

A further 'pulse' survey was launched on 4th June 2019 and closed on 2nd July 2019. The Force achieved an excellent response rate (2804 responses / 51%). This interim survey has allowed Essex Police to compare its results with other forces and to track progress since the previous survey in 2017. The overall findings show that the force has achieved an improvement in all the areas identified in the previous survey as requiring improvement. Durham University have commented on the significant change in 'organisational tone' and responses from officers and staff. Essex Police has achieved the highest score for 'Vision Clarity' of all forces recently tested. Police officers and police staff are reporting higher levels of 'Emotional Energy' than most other forces. This measure has shown a large change and is defying the trend of all other forces. The findings were presented at the 28th

November Performance & Resources Scrutiny Board.

The 2019 results were shared and discussed with SLT in October 2019 and subsequently shared with all officers and staff through 'face to face' and intranet briefings during November and December 2019. The Staff Engagement Steering Group will continue to oversee other activities and initiatives that tell Essex Police how officers and staff are feeling about their work and working environment to ensure sustained improvement across the repeat measures. Some of these include: Idea Drop, the Learning the Lessons Board, the Ethics Committee, the Diversity & Inclusion Board, the local Culture Boards, Exit interviews (through HR) and work led by the Vital Signs Business (Improvement) Advisor.

Following on from the 2019 interim staff survey the Force actively encouraged officers and staff to complete a National Survey of Wellbeing, Diversity, Equality and Inclusion which took place across all forces in England and Wales in December 2019. This survey was designed to assess the current state of wellbeing and inclusion from the perspective of the whole policing workforce. The survey was completed electronically and made available via email, the force intranet and the Oscar Kilo Website.

Essex achieved a response rate of 21% which provided sufficient responses for the force to receive insight at a Force level once the two main overall reports have been produced in Summer 2020.

6.0 Implications (Issues)

None noted at this time.

6.1 Links to Police and Crime Plan Priorities

Collaboration is embedded within the force across all areas, both strategically and at local level. It encompasses all of the seven priorities of the Police and Crime Plan:

- i. More Local, visible and accessible policing
- ii. Crack down on anti-social behaviour
- iii. Breaking the cycle of domestic abuse
- iv. Reverse the trend in serious violence
- v. Tackle gangs and organised crime
- vi. Protecting children and vulnerable people
- vii. Improve safety on our roads

In addition, the Police and Crime Plan has the overarching theme that "Victims are at the Heart of What We Do" and this is incorporated in the collaboration strategies in which Essex Police participates and develops.

6.2 Demand

The Essex Demand review informed initially by the work of PA Consulting in 2017 and subsequently developed by Essex Police Performance Analysis Unit (PAU) has

highlighted the growing demand on Police Resources. Effective collaboration can assist greatly by improving the economy, efficiency and effectiveness of the force, and working effectively with partners in responding to the Policing and safety needs and concerns of Essex Citizens and communities.

The conclusion from this work is that more severe/complex demand will continue to increase but at a significantly higher rate than previously expected, meaning that officers and staff will be spending even more time dealing with this type of demand. This was an overarching theme in the Essex Police FMS 2 that was produced in June 2019.

6.3 Risks/Mitigation

No strategic risks identified regarding Collaboration at this time.

6.4 Equality and/or Human Rights Implications

Sustaining and pursuit of collaboration opportunities draws upon staff and expertise in a wide range of operational and change focused areas. The design and implementation of change, and the skills necessary to manage change in the workplace are well established. Strong support mechanisms are in place for staff and officers. The unions and Essex Police Federation have been actively engaged at a very early stage where collaboration developments are being considered and designed, and will continue to be so, going forwards.

6.5 Health and Safety Implications

No specific Health and Safety implications are noted. Please refer to point 6.4 in which this would be covered.

7.0 Consultation/Engagement

Mark Johnson, Jen Housego, Claire Heath, Supt Cat Barrie, Richard Day

8.0 Areas for Improvement

No AFIs relating to Collaboration as at February 2020.

9.0 Future Work/Development and Expected Outcome

Whilst collaboration is fully embedded as a working principle for Essex Police, there will be continued evaluation of potential collaborative working possibilities to improve efficiencies and effectiveness regarding policing within the county of Essex. The next quarterly update report on collaboration is scheduled for 25th June 2020.

The National Specialist Capabilities Review continues, which is looking at how specialist policing capabilities could be considered and coordinated across the forces

to adapt to modern policing challenges and threats to better protect the public. The capability strands being reviewed are armed policing, cyber-dependent crime, major investigations, open source, intelligence (receipt assessment and analysis), roads policing, (collision investigations and intelligence), Tactical Support Unit (TSU), surveillance and forensics. ACC Tim Smith is the Essex/Kent Lead for the forensics strand and all other strands are covered for the Eastern Region by Chief Constable Nick Dean from Cambridgeshire. Updates will be provided as the review continues.